

DOCUMENT RESUME

ED 470 582

HE 035 485

TITLE Annual Data Report, 2001.
INSTITUTION North Central Association of Colleges and Schools, Chicago, IL. Higher Learning Commission.
PUB DATE 2001-00-00
NOTE 17p.
PUB TYPE Reports - Descriptive (141)
EDRS PRICE EDRS Price MF01/PC01 Plus Postage.
DESCRIPTORS Annual Reports; Financial Audits; *Higher Education; *Institutional Mission; Mission Statements; *Program Evaluation
IDENTIFIERS *North Central Association of Colleges and Schools

ABSTRACT

This annual report describes the actions taken and financial position of the Higher Learning Commission of the North Central Association of Colleges and Schools. The first section is a summary of the Commission's actions (in table form) that compares actions across the most recent 12 evaluation cycles. The chart indicates that although the percentage of institutions scheduled for a next comprehensive evaluation in 12 years rose to a high of 90% in the last evaluation cycle, most evaluations included some recommendations for monitoring prior to next comprehensive set. The next section lists members of various Commission committees, councils, and staff divisions. An independent auditor's report follows as a prelude to the Commission's financial statements. Supplemental information for this report includes a schedule of Commission activities and the statements of mission, core values, and strategic priorities. (SLD)



The Higher Learning Commission

A Commission of the
North Central Association
of Colleges and Schools



2001 ANNUAL DATA REPORT

Contents

PERMISSION TO REPRODUCE AND
DISSEMINATE THIS MATERIAL HAS
BEEN GRANTED BY

S.E. Van Kollenburg

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)

1

1 Summary of Actions

2-5 Commission Rosters

- Board of Trustees
- Institutional Actions Council (IAC) Members
- Accreditation Review Council (ARC) Members
- New Consultant-Evaluators
- New Team Chairs
- Commission Calendar
- Commission Staff

6 Independent Auditor's Report

7-13 Financial Statements

- Statement of Financial Position
- Statement of Activities
- Statement of Cash Flows
- Summary of Significant Accounting Policies
- Notes to Financial Statements

14 Supplemental Information

- Schedule of Activities

15 Statements of Mission, Vision, Core Values, and Strategic Priorities

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

☒ This document has been reproduced as
received from the person or organization
originating it.

☐ Minor changes have been made to
improve reproduction quality.

• Points of view or opinions stated in this
document do not necessarily represent
official OEI position or policy.

Summary of Institutional Actions 1988–2000

This table compares actions across the most recent 12 evaluation cycles. It indicates that though the percentage of institutions scheduled for a next comprehensive evaluation in 12 years rose to a high of 90% for this last evaluation cycle, most evaluations included recommendations for some monitoring prior to the next comprehensive: 26% included a focused visit, and 65% required a report to be filed between comprehensive evaluations. All types of institutions received interim monitoring requirements.

	88-89	89-90	90-91	91-92	92-93	93-94	94-95	95-96	96-97	97-98	98-99	99-2000
Total actions taken	312	323	333	334	315	313	359	363	370	399	323	400
Board actions	236	241	234	241	227	210	226	248	244	274	221	290
Granted initial candidacy	5	4	10	8	10	10	6	5	7	6	1	3
Granted continued candidacy	8	2	9	6	10	5	9	5	3	1	2	0
Denied initial candidacy ¹	0	0	1	0	1	0	1	0	0	0	0	0
Granted initial accreditation	7	8	10	6	6	12	13	9	11	10	9	10
Years in candidacy:	one-two years	3	1	2	1	2	5	5	4	2	3	4
	three-four years	1	1	4	0	0	3	2	3	6	3	2
	five years	0	0	0	1	0	0	0	0	4	0	0
	six years	0	4	0	0	2	1	1	1	4	0	0
	more than six years	0	0	1	1	1	0	0	0	4	0	0
Accredited without candidacy	3	2	3	3	1	3	5	1	2	4	1	3
Denied initial accreditation ¹	1	0	0	0	2	1	0	0	0	0	0	0
Granted continued accreditation	121	129	103	107	108	96	98	114	98	118	103	109
Some results from these visits:	Next comp visit in 10 years	81 (67%)	89 (71%)	77 (75%)	76 (71%)	82 (76%)	73 (76%)	70 (72%)	83 (73%)	78 (80%)	98 (83%)	98 (90%)
	Next comp visit in 6-9 years	24 (20%)	17 (13%)	8 (8%)	11 (10%)	11 (10%)	7 (7%)	10 (10%)	14 (12%)	7 (7%)	8 (6%)	11 (11%)
	Next comp visit in 1-5 years	16 (13%)	20 (16%)	18 (17%)	16 (15%)	15 (14%)	16 (17%)	18 (18%)	17 (15%)	13 (13%)	12 (10%)	6 (6%)
	Focused visits required	35	34	33	24	22	15	21	28	14	28	28
	Reports required	31	42	40	51	58	52	66	69	72	71	60
	Change requests reviewed ¹	n/a	n/a	15	40	26	34	19	14	19	23	16
	Placed on probation	2	3	0	3	3	2	0	3	1	2	0
	Continued on probation	0	0	0	0	1	0	0	2	0	0	1
	Removed from probation	0	0	3	1	0	4	2	1	0	2	1
	Withdrew accreditation	0	0	1	0	0	0	0	2	1 ⁴	1	0
Actions on	Mandated	23	20	22	35	37	40	31	38	28	29	21
Focused Visits:	Change requests¹	20	28	24	25	25	30	30	33	42	40	25
Approved changes referred by staff		41	33	39	31	14	2	8	24	30	43	37
Approved changes referred by Evaluators' Panels		8	17	16	20	10 ²	15 ²	30 ³	18	23	23	22
Issued memoranda for the Record		n/a	n/a	n/a	3	1	0	2	0	0	0	0
Staff actions		76	82	99	93	88	103	133	115	126	125	102
Accepted required report		65	71	84	78	78	93	115	105	126	116	97
Approved credit courses not part of degree programs		5	7	4	1	3	0	4	1	0	1	3
Rescheduled visits		6	4	8	13	3	8	13	7	0	7	4
Approved change to reflect current activity		0	0	3	1	0	2	1	2	0	1	0

¹ - Some additional institutions may have withdrawn their requests for status or change before final action was taken.

² - In seven other cases each year Evaluators' Panels recommended focused visits for review of the proposed changes.

³ - Two additional cases were reviewed by Evaluators' Panels: in one case, the Panel recommended a focused visit; in the other, the Board denied the change.

⁴ - Three other institutions voluntarily withdrew from affiliation.

⁵ - Includes two multi-institutional evaluations—one involving 3 institutions, one involving 13; counted as two visits above.

n/a - Figures not available for that year.

Board of Trustees

Chair

David B. Burks, President, Harding University, Searcy, AR

Vice Chair

Lorna P. Straus, Professor of Anatomy and Biological Science, University of Chicago, IL

Members

Betty Overton-Adkins, Vice President for Academic Affairs, Spring Arbor University, MI

Johanna Cross Brazzell, Vice Chancellor for Student Affairs, The University of Arkansas, Fayetteville, AR

Kenneth R. Gibson, President, Donnelly College, Kansas City, KS

Milton Glick, Senior Vice President and Provost, Arizona State University, Tempe, AZ

Baldwin Hum, Intercontinental Exchange, Chicago, IL

Norbert S. Hill, Jr., Executive Director, American Indian Graduate Center, Albuquerque, NM

Sylvia Hurtado, Associate Professor, School of Education, and Director, Center for the Study of Higher and Postsecondary Education, University of Michigan, Ann Arbor, MI

Gladys Styles Johnston, Chancellor, University of Nebraska at Kearney, NE

Georgia E. Lesh-Laurie, Chancellor, University of Colorado at Denver, CO

Ferol Menzel, Vice President for Academic Affairs and Dean of Faculty, Wartburg College, Waverly, IA

Allen I. Olson, President, Independent Community Bankers of Minnesota, Eagan, MN

Beverly S. Simone, President, Madison Area Technical College, WI

Robert P. Todd, President, Oklahoma City Community College, OK

Mark S. Wrighton, Chancellor, Washington University, St. Louis, MO

Ex officio

Margaret B. Lee, President, Oakton Community College, Des Plaines, IL (*NCA President*)

Charlie Nelms, Vice President for Student Development and Diversity, Indiana University, Bloomington, IN (*IRAC Representative*)

The information contained in this document is accurate as of November 1, 2001. ©Entire contents copyright 2001 by The Higher Learning Commission, a commission of the North Central Association of Colleges and Schools. All rights reserved.

Additional copies are \$5.00 (including postage).
(Discounts are available for quantities of five or more.)

The Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
312-263-0456, ext. 119

www.ncahigherlearningcommission.org

Institutional Actions Council (IAC) Members

Raul Cardenas, Vice Chancellor of External Affairs, Maricopa Community College District, Tempe, AZ

Vernon O. Crawley, President, Moraine Valley Community College, Palos Hills, IL

Jerry C. Davis, President, College of the Ozarks, Point Lookout, MO

Nancy C. DeSombre, President, Harold Washington College, Chicago, IL

Marie Draper Dykes, Associate Provost for Academic Programs, Wayne State University, Detroit, MI

John Ekdahl, Senior Vice President, Citizens National Bank, Cheboygan, MI

Narbeth Emmanuel, Vice Chancellor for Student Affairs, Southern Illinois University at Edwardsville, IL

Julius E. Ertenbach, Chancellor, University of Wisconsin-Superior, WI

Gregory O. Gagnon, Assistant Professor, Indian Studies, University of North Dakota, Grand Forks, ND

J. Placido Garcia, Jr., President, MPG Investments, Albuquerque, NM

Ben Greenebaum, Department of Physics, University of Wisconsin-Parkside, Kenosha, WI

Clyde T. Jacob, Administrator-Special Projects, Academic Affairs, University of Central Oklahoma, Edmond, OK

Tim Jones, Executive Director, Arizona Quality Alliance, Phoenix, AZ

Sheila Kaplan, President, Metropolitan State College of Denver, CO

Katy E. Marré, Associate Vice President for Graduate Studies and Research, University of Dayton, OH

Susan Murphy, Dean of Arts and Sciences, Albuquerque Technical Vocational Institute, NM

Glenda Overstreet, Quality Assurance and Training Manager, Maximus, Topeka, KS

Jerry B. Poe, Professor of Finance, Arizona State University, Tempe, AZ

Joe Satrom, Director of Land Protection Programs, Ducks Unlimited Inc., Bismarck, ND

Richard K. Smith, Vice President for Financial Affairs, Earlham College, Richmond, IN

Gary W. Streit, Vice President for Academic Affairs, Olivet Nazarene University, Bourbonnais, IL

Nancy Ellen Talburt, Vice Provost for Academic Affairs, University of Arkansas, Fayetteville, AR

Ronald L. Taylor, President, DeVry Institute, Oakbrook Terrace, IL

Carolyn G. Tennant, Vice President Academic Affairs, North Central University, Minneapolis, MN

Jeanine Varner, Vice President of Academic Affairs, Oklahoma Christian University, Oklahoma City, OK

Linda West, Senior Vice President, Charleston Regional Chamber of Commerce, WV

Accreditation Review Council (ARC) Members

Class of 2002

Guy Altieri, Vice President, Instruction and Student Services, Washtenaw Community College, MI

May J. Coplen, Instructor and Counselor, Hutchinson Community College, KS

Kathie S. Gilbert, Special Assistant, Assessment and Institutional Effectiveness, Professor of Economics, Western New Mexico University, NM

Richard J. Gowen, President, South Dakota School of Mines and Technology, SD

Lillie P. Howard, Associate Provost for Academic Affairs and Dean, University College, Wright State University, OH

Martha A. McLeod, President, Bay Mills Community College, MI

Josue Njock-Libii, Associate Professor of Mechanical Engineering, Indiana University-Purdue University at Fort Wayne, IN

Dolores M. Schroeder, Associate Professor in Anatomy, Indiana University, IN

Sharon L. Tebben, Dean of Education, Northern State University, SD

Jane L. Toot, Director of School of Health Professions, Grand Valley State University, MI

Sally Foster Wallace, Professor of English, Parkland College, IL

Lee Willis, Associate Provost, Columbus State Community College, OH

Class of 2003

Donald J. Andorfer, President, Indiana Institute of Technology, IN

Judy A. Armstrong, Dean of Instruction, Eastern New Mexico University-Roswell, NM

William O. Berndt, Vice Chancellor for Academic Affairs, Dean for Graduate Studies and Research, University of Nebraska Medical Center, NE

David L. Caffey, Dean of Institutional Effectiveness, Clovis Community College, NM

Margaret M. Cleek, Provost and Vice Chancellor, University of Wisconsin Colleges, WI

Oliver H. Evans, President, Kendall College of Art and Design, Ferris State University, MI

Marilyn J. Guy, Professor of Education and Chair, Department of Education, Concordia College, MN

Donald B. Halog, Professor of English and Interim Dean of Faculty, Delta College, MI

Leah S. Harvey, Academic Affairs Vice President, Metropolitan State University, MN

Muriel Hawkins, Assistant Vice Chancellor, University of Wisconsin-Oshkosh, WI

Rosalie J. Hine, Dean of Academic Affairs, Ivy Tech State College, IN

(ARC Members, continued on next page)

(ARC Members, continued from previous page)

Jon B. Kayne, Vice President of Academic Affairs, Bellevue University, NE

Gar E. Kellom, Vice President for Student Development, Saint John's University, MN

Patricia D. Kissell, Chair, Division of Nursing Education, Kansas Wesleyan University, KS

Daniel J. LaVista, President, McHenry County College, IL

Herbert C. Lyon, Professor of Mathematics, Black Hawk College, IL

Frank P. Marczak, President, Muskegon Community College, MI

Andrew A. Mazzara, President, Henry Ford Community College, MI

Barbara A. Mieras, Executive Vice President of Advancement and President of the Foundation, Davenport University-Western Region, MI

Bonnie R. Miley, Vice President, Student Services, Iowa Western Community College, IA

Martin Reno, Associate Vice President for Information Resources, Heidelberg College, OH

M. Diane Roberts, Vice Chancellor for Academic Affairs, Indiana University East, IN

Marla G. Scafe, Chief Academic Officer, Dean, and Vice President, Walsh College of Accountancy and Business Administration, MI

George E. Stevens, Dean, School of Business Administration and Graduate School of Management, Kent State University, OH

Richard T. Thompson, Chancellor, Oakland Community College, MI

Marjorie J. Villani, Vice President for Institutional Effectiveness, Pueblo Community College, CO

Michael W. Westerfield, Provost, Rochester College, MI

Roosevelt Wright, Jr., Professor and Director, School of Social Work, University of Oklahoma, OK

Robert S.P. Yien, Vice President for Academic Affairs, Saginaw Valley State University, MI

Class of 2004

Carol J. Anderson, Dean, College of Education, Winona State University, MN

Richard B. Artman, President, Siena Heights University, MI

David J. Asai, Professor of Biological Sciences, Purdue University, IN

James Baber, Dean of Instructional Services, Penn Valley Community College, MO

Shirley J. Barton, Executive Dean for Regional Campuses, Kent State University, OH

Richard L. Behrendt, President, Sauk Valley Community College, IL

John M. Bracke, Martha McCall Egan Professor of Biblical Studies, Eden Theological Seminary, MO

Molly Burke, Dean, School of Business, Dominican University, IL

Bob C. Burns, President, NorthWest Arkansas Community College, AR

Daniel Burrell, Jr., Dean, Division of Liberal Arts and Sciences, Milwaukee Area Technical College, WI

John R. Campbell, President Emeritus and Professor of Animal Sciences, Oklahoma State University, OK

Robert L. Cate, Phoebe Schertz Young Professor of Religion, Oklahoma State University, OK

Charles M. Chambers, President and Chief Executive Officer, Lawrence Technological University, MI

Myrvin F. Christopherson, President, Dana College, NE

Mark E. Clasen, Professor and Chair, Department of Family Medicine, Wright State University School of Medicine, OH

Darnell E. Cole, President, Milwaukee Area Technical College, WI

Thomas F. Conry, Professor of General Engineering, University of Illinois at Urbana-Champaign, IL

Phyllis M. Cunningham, Professor of Adult Education, Northern Illinois University, IL

David V. Curtis, University Professor of Management, Governors State University, IL

Clarence B. Davis, Professor of History, Marian College of Fond du Lac, WI

Sarah J. Dempsey, Special Assistant to the Campus President, Pima County Community College District, AZ

Isaac Eliezer, Professor, Oakland University, MI

James Evans, Associate Vice President for International Programs, Webster University, MO

Carolyn S. Fitzmorris, Business Instructor, Hutchinson Community College, KS

Juan N. Franco, Interim Vice President for Student Services, New Mexico State University, NM

David G. Fuller, Vice President for Academic Affairs, Wayne State College, NE

Charles P. Guengerich, Interim President, Wilbur Wright College, IL

Sharon J. Hamilton, Chancellor Professor of English, Indiana University-Purdue University at Indianapolis, IN

Joseph N. Heiney, Director, Center for Business and Economics, Elmhurst College, IL

Scott R. Herriott, Professor of Business Administration, Maharishi University of Management, IA

Calvin Johnson, Dean, School of Education, University of Arkansas at Pine Bluff, AR

Peter J. Kasvinsky, Dean, School of Graduate Studies, Youngstown State University, OH

William J. Kermis, Vice President for Academic Affairs and Research Administration, Southwestern Oklahoma State University, OK

Terry L. Kuhn, Vice Provost and Dean for Undergraduate Studies, Kent State University, OH

Veldon L. Law, President, Barton County Community College, KS

Charlotte J. Lee, President, Terra State Community College, OH

Arthur J. Lindenberg, Professor of English, Schoolcraft College, MI

G. Thomas Mann, President, Davis and Elkins College, WV

Janet M. McNew, Provost and Dean of the Faculty, Illinois Wesleyan University, IL

Joseph B. Miller, Associate Dean, College of Arts and Sciences, John Carroll University, OH

Keith L. Miller, President, Black Hawk College, IL

Kimball Austin Miller, Professor, University of Oklahoma, CO

Emily L. Moore, Professor, Educational Leadership and Policy Studies, Iowa State University, IA

Kathleen L. Nelson, President, Lake Superior College, MN

Don A. Nelson, Professor of Psychology, Roosevelt University, IL

Ivor G. Newsham, Chair Department of Engineering, Olivet Nazarene University, IL

Peter J. Nicholls, Dean, College of Arts and Sciences, Professor of Mathematics, Kansas State University, KS

Ernest I. Nolan, Vice President of Academic Affairs, Madonna University, MI

Robert A. Oden, Jr., President, Kenyon College, OH

Gary D. Olson, Professor of American History, Augustana College, SD

Daniel J. Phelan, President, Jackson Community College, MI

Von V. Pittman, Director, Center for Distance and Independent Study, University of Missouri-Columbia, MO

Kenneth J. Porada, Vice President for Academic Affairs and Dean of College, Heidelberg College, OH

Richard C. Rankin, Vice President and Dean, Student Life, Saint Norbert College, WI

Edgar O. Rasch, Vice President for Planning, Information and Institutional Research, Maryville University of Saint Louis, MO

Kenneth E. Robinson, Instructor, Social Sciences, Milwaukee Area Technical College, WI

Manfred Ruddat, Associate Professor and Associate Dean of Students, University of Chicago, Dept. of Ecology and Evolution, IL

Ronald D. Sandstrom, Chair and Professor of Mathematics and Computer Science, Fort Hays State University, KS

Michael Schwartz, President Emeritus and Trustees' Professor, Kent State University, OH

C. Calvin Smith, Professor of History, Arkansas State University, AR

Gerald D. Smith, Professor of Physics, Huntington College, IN

Robert S. Sorensen, Executive Director-Finance, Ivy Tech State College-Lafayette, IN

Jay H. Stauss, Director of American Indian Studies, University of Arizona, AZ

Robert W. Stephens, President, Ohio Valley College, WV

Elizabeth E. Stevens, President, Highland Community College, KS

Marlene I. Strathe, Provost, University of Northern Colorado, CO

Jo Young Switzer, Vice President/Dean for Academic Affairs, Manchester College, IN

Cindi S. Thiede, Vice President of Teaching and Learning, Moraine Park Technical College, WI

Alice M. Thomas, Coordinator of Graduate Studies/Department of Educational Policy and Administration, College of Education, University of Minnesota-Twin Cities, MN

Randall L. Thompson, President, Adler School of Professional Psychology, IL

Richard A. Voorhees, Associate Vice President for Instruction and Student Services, Community Colleges at Colorado, CO

Sandra L. Weber, Associate Professor, Arizona State University, AZ

David J. Werner, Chancellor, Southern Illinois University at Edwardsville, IL

Gary S. Wheeler, Professor of Art/Associate Executive Director for Academic Affairs, Miami University, OH

Benjamin F. Young, Vice Chancellor of Enrollment Services/Dean of Students, Indiana University East, IN

John A. Zingg, Vice President for Academic Affairs, Huron University, SD

Dina A. Zinnes, Merriam Professor of Political Science, University of Illinois at Urbana-Champaign, IL

New Consultant-Evaluators and Team Chairs

The following educators are the most recent appointees to the Consultant-Evaluator Corps and Team Chair Corps. They participated in the Professional Development Program for Consultant-Evaluators during the 2001 Annual Meeting and will begin serving on teams in 2001-2002.

New C-Es

Arkansas

Phillip E. Shirley, President, Southeast Arkansas College

Patricia T. Whitfield, Rountree Caldwell Bryan Professor of Education, Director of Teacher Education, Lyon College

Arizona

Geoffrey William Chase, Dean of Liberal Studies and Assessment, Northern Arizona University

Larry Cline, Dean, Workforce and Economic Development, Central Arizona College/Arizona State Prison Center

Daniel J. McLaughlin, Interim Director, Center for Diné Teacher Education, Diné College

Illinois

Judith Marie Dallinger, Professor, Department of Communication, Western Illinois University

Sharon Ann Katterman, Director, Resource Development and Effectiveness, Moraine Valley Community College

Diane Marie Ostojic, Dean of Liberal Arts and Sciences, South Suburban College of Cook County

Indiana

Thomas Craig Hagovsky, Associate Professor, Aviation Technology, Purdue University

William T. Mangan, Vice President for Academic Affairs, Holy Cross College

Iowa

Laura Skandera Trombley, Vice President for Academic Affairs and Dean of the Faculty, Coe College

Kansas

Stephen D. Dempsey, Associate Professor, Special Education, Emporia State University

Michigan

Patricia A. Bailey, Professor/Director of Social Work, Spring Arbor College

Tony Alan Mowrer, Chair, Division of Liberal Arts, Rochester College

Minnesota

Susan Rickey Hatfield, Assessment Coordinator, Winona State University

David Michael Hellmich, Dean of Instruction, South Central Technical College

Donald Foss Larsson, Professor, English, Minnesota State University, Mankato

Missouri

Nancy Ellen Adams, Professor of English, Saint Louis Community College at Florissant Valley

Nancy Helen Blattner, Associate Dean, School of University Studies, Southeast Missouri State University

Ellen Velie, Vice President Planning, Assessment and Institutional Excellence, Linn State Technical College

Nebraska

David K. Ho, Management Instructor, Metropolitan Community College

New Mexico

Clarence Henry Sanchez, Registrar/Director of Enrollment Management, New Mexico Highlands University

Ohio

Mary Ellen Drushal, Professor of Education, Ashland University

David William Kale, Director of Assessment, Mount Vernon Nazarene College

Kathleen McCabe, Dean, Business, Social Science, Mathematics and the Arts Division, Terra State Community College

Don O'Meara, Associate Dean, Academic Affairs, University of Cincinnati-Raymond Walters College

Heidi R. Ries, Associate Dean for Research, Air Force Institute of Technology, Wright-Patterson Air Force Base

Ron D. Wright, President, Cincinnati State Technical and Community College

Wisconsin

Ann M. Lydecker, Chancellor, University of Wisconsin-River Falls

Susan LaRee Minnick, Director of Student Development, Waukesha County Technical College

James Leonard Roth, Professor, History, Alverno College

Wyoming

Frances M. Feinerman, President, Northwest College

New Team Chairs

Arkansas

Steven W. Jones, Chancellor, Phillips Community College District

Illinois

Trudy H. Bers, Senior Director of Institutional Research, Curriculum, Strategic Planning, Oakton Community College

Marie A. Giacomelli, Vice President for External Affairs, Robert Morris College

Indiana

David J. Asai, Professor of Biological Sciences, Purdue University

Kansas

Sandra W. Gault, Assistant Provost, University of Kansas

Michigan

Martha A. McLeod, President, Bay Mills Community College

Theresa A. Powell, Vice President for Student Affairs, Western Michigan University

Missouri

J. Keith Keeling, Vice President and Dean of the College, Central Methodist College

Nebraska

Jon B. Kayne, Vice President of Academic Affairs, Bellevue University

New Mexico

David L. Caffey, Dean of Institutional Effectiveness, Clovis Community College

Kathie S. Gilbert, Special Assistant, Assessment and Institutional Effectiveness, Professor of Econ, Western New Mexico University

(New Team Chairs, continued on next page)

Commission Rosters

(New Team Chairs, continued from previous page)

North Dakota

Gregory O. Gagnon, Associate Professor of Indian Studies, University of North Dakota

Ohio

Marguerite Bennett, Director of Institutional Research/Professor of Mathematics, Mount Vernon Nazarene College

Terry L. Kuhn, Vice Provost and Dean for Undergraduate Studies, Kent State University

Wisconsin

Daniel Burrell, Jr., Dean, Division of Liberal Arts and Sciences, Milwaukee Area Technical College

Commission Calendar

Board Meetings

Study days are held on the first day; official meetings* are held on the second day.

- February 14-15, 2002
- May 29-30, 2002
- October 28-29, 2002
- February 20-21, 2003
- May 29-30, 2003
- October 29-30, 2003

*Official business meetings of the Board are open to the public. Meeting announcements and agendas will be available on the Commission's web site two weeks before each meeting.

Future Annual Meetings

- **2002 Annual Meeting**
Saturday, March 23 - Tuesday, March 26
- **2003 Annual Meeting**
Sunday, April 13 - Wednesday, April 16
(date changed from previous lists)
- **2004 Annual Meeting**
Saturday, March 27 - Tuesday, March 30
- **2005 Annual Meeting**
Saturday, April 2 - Tuesday, April 5
- **2006 Annual Meeting**
Saturday, April 1 - Tuesday, April 4

Headquarters Hotel:
Hyatt Regency Chicago
151 East Wacker Drive
Chicago, Illinois

Commission Staff

Executive Team

	Phone Ext.
Steven D. Crow Executive Director scrow@hlcommission.org	102
Lady Branham Deputy to the Executive Director lbranham@hlcommission.org	137
Karen L. Solinski Assistant Director for Legal and Governmental Affairs ksolinski@hlcommission.org	111
Nancy Boggs Executive Assistant to the Executive Team nboggs@hlcommission.org	108
Lil Nakutis Information Management Coordinator lnakutis@hlcommission.org	113

Administrative Services

	Phone Ext.
Bernadette A. Ivers Associate Director for Administrative Services bivers@hlcommission.org	121
Beverly Q. Harris Accounting Administrator bharris@hlcommission.org	110
Maritza Lumbreras Administrative Assistant / Administrative Services mlumbreras@hlcommission.org	117
Queen Washington Administrative Assistant / Customer Service qwashington@hlcommission.org	100

Information Systems

	Phone Ext.
Steve Reubart Information Systems Manager sreubart@hlcommission.org	112
Drew Scott Webmaster / Database Administrator webmaster@hlcommission.org	124

Programs, Publications, and Member Services

	Phone Ext.
Susan E. Van Kollenburg Associate Director for Programs, Publications, and Member Services svk@hlcommission.org	103
Viki Berberich Publications Services Coordinator vberberich@hlcommission.org	118
Jeanne Darling Meeting Services Coordinator jdarling@hlcommission.org	133
Marisol Gomez Administrative Assistant / Programs, Publications, and Member Services mgomez@hlcommission.org	115

Evaluation Services

Phone Ext.

Robert R. Appleson Associate Director rappleson@hlcommission.org	122
Mary B. Breslin, B.V.M Associate Director mbreslin@hlcommission.org	107
Karen M. Kietzman Associate Director kmk@hlcommission.org	127
Cecilia L. López Associate Director clopez@hlcommission.org	105
Lynn Rozumalski Assistant Director, Training and Development lrozumalski@hlcommission.org	129
Barbara Taylor Assistant Director for Process Integrity btaylor@hlcommission.org	139
John A. Taylor Associate Director jtaylor@hlcommission.org	104
Denise Branch Administrative Assistant / C-E Corps dbranch@hlcommission.org	135
Mary Fleming Administrative Assistant / Support Facilitator fleming@hlcommission.org	130
Kendra Gardiner Administrative Assistant / Evaluations kgardiner@hlcommission.org	131
Joyce Gardner Evaluation Processes Coordinator jgardner@hlcommission.org	114
Jenny Gruening Administrative Assistant / Evaluations jgruening@hlcommission.org	132
Courtney Jackson Administrative Assistant / Evaluations cjackson@hlcommission.org	125
Sharon B. Ulmer Decision Processes Coordinator sulmer@hlcommission.org	116
Academic Quality Improvement Project	
Stephen D. Spangehl Associate Director / AQIP Director sds@hlcommission.org	106
Lynn Rozumalski Associate Director, AQIP lrozumalski@hlcommission.org	129
Anita Daniel AQIP Project Facilitator adaniel@hlcommission.org	109
Charles Dull AQIP Project Operations Manager cdull@hlcommission.org	138
Mary Fleming AQIP Publicity and Press Relations Representative fleming@hlcommission.org	130

Independent Auditor's Report

Board of Directors
The Higher Learning Commission
Chicago, Illinois

We have audited the accompanying statement of financial position of The Higher Learning Commission as of June 30, 2001, and the related statements of activities and cash flows for the six months then ended. These financial statements are the responsibility of the Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Higher Learning Commission as of June 30, 2001, and the results of its operations and its cash flows for the six months then ended, in conformity with accounting principles generally accepted in the United States of America.

Our audit was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying supplemental Schedule of Activities is presented for purposes of additional analysis and is not a required part of the basic financial statements. The information in the "January - June 2001" column in the accompanying supplemental Schedule of Activities has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is presented fairly, in all material respects, in relation to the basic financial statements taken as a whole.

As discussed in Note 5, The Higher Learning Commission operated as a division of the North Central Association of Colleges and Schools through December 31, 2000. We have audited the financial statements of the North Central Association of Colleges and Schools as of and for the years ended June 30, 2001 and 2000, (not presented herein) and we expressed unqualified opinions on those financial statements. The information in the "July - December 2000" column and "Commission on Institutions of Higher Education 2000" column of the accompanying Schedule of Activities were subjected to the auditing procedures applied in the audits of the basic financial statements of North Central Association of Colleges and Schools. In our opinion, the information in those two columns is presented fairly, in all material respects, in relation to the basic financial statements from which it has been derived.

Clifton Henderson LLP

Oshkosh, Wisconsin
August 8, 2001

The comprehensive audited financial statements of the North Central Association of Colleges and Schools for the year ended June 30, 2001, can be found at www.ncahigherlearningcommission.org/resources.

THE HIGHER LEARNING COMMISSION STATEMENT OF FINANCIAL POSITION

June 30, 2001

ASSETS

CURRENT ASSETS

Cash	\$ 404,022
Accounts and dues receivable, net of allowance for doubtful accounts of \$5,000	163,465
Inventory	1,020
Prepaid expense	67,153
Total current assets	<u>635,660</u>

INVESTMENTS

1,786,347

LEASEHOLDS AND EQUIPMENT

Furniture and office equipment	542,821
Leasehold improvements	<u>212,188</u>
Total - at cost	755,009
Less accumulated depreciation	<u>468,431</u>
Net leaseholds and equipment	<u>286,578</u>

TOTAL ASSETS

\$ 2,708,585

LIABILITIES AND NET ASSETS

LIABILITIES

Accounts payable and accrued expenses	\$ 150,769
Unearned revenue	<u>231,285</u>
Total liabilities	<u>382,054</u>

NET ASSETS

Unrestricted	<u>2,326,531</u>
--------------	------------------

TOTAL LIABILITIES AND NET ASSET

\$ 2,708,585

These financial statements should be read only in connection with the accompanying summary of significant accounting policies and notes to financial statements.

THE HIGHER LEARNING COMMISSION
STATEMENT OF ACTIVITIES
Six Months Ended June 30, 2001

REVENUES, GAINS AND OTHER SUPPORT

Dues and fees	\$ 1,383,065
Evaluations and consultant fees	999,471
Investment income	34,685
Gifts and grants	282,651
Other income	4,000
Annual meeting	539,825
Publications	<u>13,853</u>
Total revenues, gains and other support	<u>3,257,550</u>

EXPENSES

Consultants and evaluators	852,510
Salaries and fringe benefits	1,009,432
Support of general association	85,992
Committees	2,108
Meetings	361,088
Travel expenses	13,842
Dues and fees	3,794
Printing and publications	30,038
Office rent, postage, supplies	222,533
Telephone	12,895
Projects and research	10,499
Scholarships and staff recruitment	8,468
Equipment rental and repair	21,147
Depreciation	48,015
Professional services	63,805
Loss on disposal of leaseholds and equipment	2,960
Other	7,193
Mission project	11,872
AQIP expenses	331,422
Association reconfiguration	<u>12,957</u>
Total expenses	<u>3,112,570</u>

INCREASE IN NET ASSETS

144,980

NET ASSETS, BEGINNING OF YEAR

-

**TRANSFER FROM NORTH CENTRAL ASSOCIATION OF COLLEGES
AND SCHOOLS, COMMISSION ON INSTITUTIONS OF HIGHER EDUCATION**
2,181,551**NET ASSETS, END OF YEAR**\$ 2,326,531

These financial statements should be read only in connection with the accompanying
summary of significant accounting policies and notes to financial statements.

THE HIGHER LEARNING COMMISSION STATEMENT OF CASH FLOWS Six Months Ended June 30, 2001

CASH FLOWS FROM OPERATING ACTIVITIES

Changes in net assets	\$ 144,980
Adjustments to reconcile changes in net assets to net cash used by operating activities:	
Depreciation	48,015
Loss on disposal of leaseholds and equipment	2,960
Realized loss on sale of investments	36,652
Unrealized loss on investments	6,888
Effects of changes in operating assets and liabilities:	
Accounts and dues receivable	34,963
Inventory	(640)
Prepaid expenses	(67,153)
Accrued interest receivable	9,283
Accounts payable and accrued expenses	(20,726)
Unearned revenue	(1,286,599)
Net cash used by operating activities	<u>(1,091,404)</u>

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of leaseholds and equipment	(61,411)
Net proceeds from sale of investments	180,437
Maturity of certificate of deposit	260,501
Cash from North Central Association of Colleges and Schools, Commission on Institutions of Higher Education	<u>1,115,899</u>
Net cash provided by investing activities	<u>1,495,426</u>

NET INCREASE IN CASH

404,022

CASH, BEGINNING OF YEAR

—

CASH, END OF YEAR

\$ 404,022

The Commission had the following non-cash capital and investing transaction:

The Commission received the assets and liabilities of North Central Association of Colleges and Schools, Commission on Institutions of Higher Education on January 1, 2001.

These financial statements should be read only in connection with the accompanying summary of significant accounting policies and notes to financial statements.

THE HIGHER LEARNING COMMISSION SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

June 30, 2001

The Higher Learning Commission is a not-for-profit corporation incorporated in Illinois on November 6, 2000. The Commission's purpose is to validate quality of and stimulate improvement in higher education. The Commission is primarily supported by voluntary membership dues.

USE OF ESTIMATES IN PREPARING FINANCIAL STATEMENTS

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses, gains, losses, and other changes in net assets during the reporting period. Actual results could differ from those estimates.

BASIS OF ACCOUNTING

The financial statements of the Commission comply with accrual basis accounting, where income is recognized as earned and expenditures are recognized when incurred.

INVESTMENTS

The fair values for debt securities and marketable equity securities are based on quoted market prices. Realized gains and losses on the sale of investments are reported in income based upon the method of specific identification.

DUES RECEIVABLE

Memberships and other affiliations are contingent upon current accounts being maintained with the Commission. An allowance for doubtful accounts receivable has been established based on historical bad debt experience and an evaluation of aging of the accounts. Receivables are written off in full against the allowance when the unpaid balance is considered uncollectible.

INVENTORY

Inventories consist of publications, production costs of magazines not yet issued, and promotional items. Inventories are carried at the "lower of cost or market" value, cost being determined on the "first-in, first-out" basis of accounting.

LEASEHOLDS AND EQUIPMENT

Leaseholds and equipment are stated at cost. Depreciation is calculated using the straight-line method. The estimated useful lives of leaseholds and equipment are as follows:

Furniture and office equipment	3 - 7 years
Leasehold improvements	7 - 12 years

THE HIGHER LEARNING COMMISSION SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

June 30, 2001

NET ASSETS

Net assets are classified into one of three classes of net assets based on the existence or absence of donor-imposed restrictions. The following is a description of each class:

Unrestricted – Unrestricted net assets include all net assets which are neither temporarily nor permanently restricted.

Temporarily Restricted – Temporarily restricted net assets include contributed net assets for which donor-imposed time and purpose restrictions have not been met and the ultimate purpose of the contribution is not permanently restricted.

Permanently Restricted – Permanently restricted net assets include contributed net assets which require, by donor restriction, that the corpus be invested in perpetuity and only the income be made available for program operations in accordance with donor restrictions.

Currently, there are no temporarily or permanently restricted net assets on the financial statements.

INCOME TAXES

The Commission is exempt from federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code; accordingly, no provision for taxes has been recognized.

DESCRIPTION OF PROGRAMS

The Commission operates the following program:

Accreditation – Accredits degree-granting institutions of higher education.

DISCLOSURES ABOUT FAIR VALUE OF FINANCIAL INSTRUMENTS

The Commission's financial instruments consist principally of cash, accounts receivable and payable, and short-term investments. There are no significant differences between the carrying value and fair value of any of these financial instruments.

This information is an integral part of the
accompanying financial statements.

**THE HIGHER LEARNING COMMISSION
NOTES TO FINANCIAL STATEMENTS**

June 30, 2001

NOTE 1 – INVESTMENTS

Investments are presented in the financial statements at fair market value.

Investments consist of the following:

Cash	\$ 18,206
Equities	528,469
Fixed income	<u>1,239,672</u>
Total	<u>\$ 1,786,347</u>

Market value of marketable securities is as follows:

Aggregate cost	\$ 1,819,142
Gross unrealized losses	<u>(32,795)</u>
Total market value	<u>\$ 1,786,347</u>

Investment income includes the following amounts:

Interest and dividends	\$ 78,225
Unrealized loss	(6,888)
Realized loss	<u>(36,652)</u>
Total investment income	<u>\$ 34,685</u>

NOTE 2 – LEASES

The Commission has entered into a lease for office space at 30 North LaSalle Street, Chicago, Illinois, through April 30, 2006. Minimum lease payments are as follows:

Fiscal year ending June 30:

2002	\$ 98,753
2003	100,694
2004	102,413
2005	102,958
2006	<u>86,225</u>
Total	<u>\$ 491,043</u>

Total rent expense for the six months ended June 30, 2001, was \$110,031.

THE HIGHER LEARNING COMMISSION NOTES TO FINANCIAL STATEMENTS

June 30, 2001

NOTE 3 – FUNCTIONAL EXPENSE CATEGORIES

The following is a schedule of expenses by functional category:

Program services:	
Accreditation	\$ 2,413,894
Management and general	<u>698,676</u>
Total expenses	\$ <u>3,112,570</u>

NOTE 4 – PENSION PLAN

The Commission sponsors a defined contribution pension plan that covers employees who meet the plan's eligibility requirements. The amount of pension expense was \$76,076 for the six months ended June 30, 2001.

NOTE 5 – REORGANIZATION OF THE ASSOCIATION

Effective November 6, 2000, the Commission incorporated as a membership organization for the schools that it accredits. The Commission is a member of the North Central Association of Colleges and Schools (Association) with representation on its Board of Directors. The accredited members of the Commission are also members of the Association.

Through December 31, 2000, the Commission had operated as the Commission on Institutions of Higher Education, a division of the North Central Association of Colleges and Schools. The Commission on Institutions of Higher Education assets and liabilities were transferred January 1, 2001, to the Commission.

The name, trademarks, and other intellectual property associated with North Central Association of Colleges and Schools will remain with the Association. The Association licenses them to the Commissions and oversees their proper use.

This information is an integral part of the
accompanying financial statements.

THE HIGHER LEARNING COMMISSION
SCHEDULE OF ACTIVITIES
Year Ended June 30, 2001

	Commission on Institutions of Higher Education <u>July-December</u> <u>2000</u>	The Higher Learning Commission <u>January-June</u> <u>2001</u>	<u>2001</u> <u>Total</u>	Commission on Institutions of Higher Education <u>2000</u> <u>Actual</u>
REVENUES, GAINS AND OTHER SUPPORT				
Dues and fees	\$ 1,271,765	\$ 1,383,065	\$ 2,654,830	\$ 2,374,154
Evaluations and consultant fees	472,113	999,471	1,471,584	1,441,061
Gifts and grants	243,559	282,651	526,210	271,001
Investment income	28,469	34,685	63,154	182,665
Other income	(3,975)	4,000	25	-
Annual meeting	2,656	539,825	542,481	480,313
Publications	26,783	13,853	40,636	37,615
Total revenues, gains and other support	<u>2,041,370</u>	<u>3,257,550</u>	<u>5,298,920</u>	<u>4,786,809</u>
EXPENSES				
Consultants and evaluators	435,937	852,510	1,288,447	1,293,435
Salaries and fringe benefits	1,063,370	1,009,432	2,072,802	2,138,049
Support of general association	76,318	85,992	162,310	5,957
Committees	63	2,108	2,171	3,625
Meetings	70,457	361,088	431,545	342,156
Travel expenses	11,503	13,842	25,345	38,474
Dues and fees	5,535	3,794	9,329	6,415
Printing and publications	(645)	30,038	29,393	78,914
Office rent, postage, supplies	177,478	222,533	400,011	378,046
Telephone	8,407	12,895	21,302	54,974
Projects and research	8,508	10,499	19,007	24,990
Scholarships and staff recruitment	16,261	8,468	24,729	13,982
Equipment rental and repair	12,450	21,147	33,597	63,476
Depreciation	43,789	48,015	91,804	95,244
Professional services	43,008	63,805	106,813	63,809
Special reserves expense	6,000	-	6,000	-
(Gain) loss on disposal of leaseholds and equipment	(11,819)	2,960	(8,859)	-
Other	873	7,193	8,066	4,037
Mission project	13,417	11,872	25,289	73,778
AQIP expenses	261,594	331,422	593,016	348,102
Association reconfiguration	8,051	12,957	21,008	27,609
Total expenses	<u>2,250,555</u>	<u>3,112,570</u>	<u>5,363,125</u>	<u>5,055,072</u>
INCREASE (DECREASE) IN NET ASSETS	<u>\$ (209,185)</u>	<u>\$ 144,980</u>	<u>\$ (64,205)</u>	<u>\$ (268,263)</u>

Statements of Mission, Vision, Core Values, and Strategic Priorities

Mission

Serving the common good by assuring and advancing the quality of higher learning

Vision

The Commission will be an organization known for its distinctive strengths of integrity, flexibility, creativity, responsiveness, and risk-taking, and for its commitment to work for the common good of society. Its transformed accreditation processes and its broadened range of services will support affiliated organizations in meeting new regional, national, and international expectations for higher learning.

The Commission will pursue this vision by:

- Conducting its work with such openness, excellence, and integrity that it earns a national and international reputation for leadership in defining quality in the rapidly changing educational marketplace;
- Promoting flexibility in accrediting processes that utilize peer review in new and creative ways and serve higher education's diverse stakeholders;
- Ensuring that its systems of peer review are discerning, objective, and accepted as effective and valid by its communities of interest;
- Responding to innovative educational models based on new knowledge about learning such as those incorporating online learning, collaborative initiatives, and distributed learning environments;
- Providing new services responsive to the needs of its stakeholders that:
 - share effective models of learning and of professional and organizational development,
 - disseminate lessons learned from innovative initiatives, and
 - demonstrate leadership in exploring ways for member institutions to grapple with the complexities of a fast-changing society;
- Making accreditation a learning experience that supports an institution's ability to sustain excellence, foster assessment and improvement, and demonstrate integrity and accountability; and
- Creating new ways to work in partnership with stakeholders from higher education and the public to foster a culture of assessment, provide essential resources to members, and maintain an environment and ethic of accountability.

Core Values

Guiding the work of the Commission into the future will be the core values of quality, integrity, innovation, diversity, inclusiveness, service, collaboration, and learning, each being of equal weight and importance.

Quality: The Commission will have a positive impact on the quality of higher education by continuing to hold to a strong commitment to high standards that sustain and advance excellence in higher learning. For many, quality defines a process as well as provides a judgment of excellence. Therefore the Commission's processes will support colleges and universities in demonstrating their ability to make continuous improvement in the quality of the educational activities, experiences, and learning outcomes they provide.

Integrity: The Commission will place fairness, honesty, and objectivity at the forefront as it assesses its own policies, practices, and behaviors to ensure that they make credible the actions taken to enhance quality improvement in higher learning. At the same time, the Commission will implement accreditation processes that establish integrity as central to educational and institutional quality within and among higher education organizations.

Innovation: The Commission will be a responsible advocate of creativity in a world marked by rapid change. Through its own innovative policies and processes, it will serve as a catalyst for imaginative, appropriate risk-taking on the part of its members who seek to incorporate new forms of collaboration, new knowledge, new technology, and new educational approaches into their pedagogical processes.

Diversity: The Commission will recognize the value of diversity among its institutions, the learners in them, in its peer review processes, and the society that higher education serves. The Commission's criteria, requirements, and organizational processes will encourage its affiliated institutions to address the vital role that diversity plays in the pursuit of their respective missions of preparing students to live successfully in a global society. Moreover, the Commission's staff and peer review processes will reflect and honor this diversity.

Inclusiveness: The Commission will build its future by recognizing that quality higher learning can be achieved in many types and configurations of institutions. It strengthens its commitment to inclusiveness by developing structures and processes that enable it to listen constantly to and respond to a broad range of higher education providers and stakeholders of accreditation.

Service: The Commission's Board and staff will continue their commitment to providing excellent service to member organizations by maintaining strong, supportive relationships

that are flexible and responsive to institutional need and to the interests of the broader public.

Collaboration: The Commission will work aggressively with other organizations committed to sustaining and advancing quality higher learning. In addition to its members, these affiliations may include businesses that share the Commission's values as well as other higher education associations and agencies at local, state, regional, national, and international levels.

Learning: The Commission will enhance its operations as a learning organization by seeking continuous feedback and insight from its members. It will use the collected information to improve its operation and support teamwork, and to provide learning opportunities for its staff, peer review bodies, and other stakeholders. At the same time, the Commission will work with its members to foster an environment that promotes shared learning.

Strategic Priorities

Strategic Priority One: Increase focus of accreditation on the quality of higher learning and thereby extend the potential for affiliation to include a variety of organizations offering higher learning

Goal: The Commission will assure the quality of a broad variety of educational opportunities for learners through its criteria, requirements, and processes that are accepted by its member organizations and valued by its communities of interest.

Strategic Priority Two: Provide multiple Commission accreditation processes that place emphasis on the institutions' own processes of quality assurance and quality improvement and accredit based on the integrity of those processes and their results

Goal: The educational organization seeking accreditation will use its own mission, purposes, needs, processes, and results to demonstrate its educational effectiveness and institutional integrity and will be able to choose from among a variety of processes the one best suited to it.

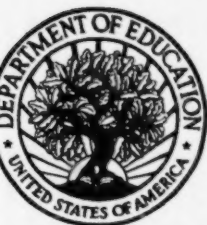
Strategic Priority Three: Expand the Commission's range of services to assure and advance quality in higher learning

Goal: The Commission will implement processes that identify and deliver responsive, non-duplicative services addressing unmet needs of its stakeholders and promoting quality in higher learning.

Strategic Priority Four: Share effective practices and lessons learned in order to promote quality in higher learning

Goal: The Commission will both share its learning about quality higher learning and facilitate the sharing of such learning by and among institutions and other stakeholders.

Adopted June 22, 2000



U.S. Department of Education
Office of Educational Research and Improvement (OERI)
National Library of Education (NLE)
Educational Resources Information Center (ERIC)



NOTICE

Reproduction Basis

☒ This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.

☐ This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").